

Newark Housing Authority

# PROGRESS REPORT 1999-2000

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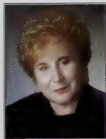


“Building Quality in Housing and Inspiring the Human Spirit”

## NHA BOARD OF COMMISSIONERS



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*Chairman*



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Norma Gonzalez



Lynell Robinson

## FROM THE CHAIRMAN

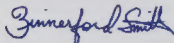
**A**s we embrace the new millennium, the Newark Housing Authority (NHA) is poised to continue its aggressive and unparalleled demolition program and chart new paths to foster resident improvement, stronger communities and the revitalization of the city.

With the ultimate demolition of the last of the family high-rise complexes dotting Newark's skyline, notably Stella Wright Homes, we will have significantly transformed the face and scope of public housing solidly into this millennium.

The NHA, under the leadership of its seven-member Board of Commissioners, is committed to replacing its nonviable housing stock with safe, suitable units that vastly improve the quality of life for residents.

We are also working diligently to promote resident self-sufficiency so that our residents can once again use public housing as a means of transition, where possible, and move toward the dream of home ownership. Within that context, we have begun an innovative program for home ownership application that is designed to provide an initial group of residents with 42 units.

In conjunction with our cooperative resident efforts, we continue to develop and promote partnerships with the City of Newark and the administration of Mayor Sharpe James, as well as with private and non-profit organizations, to achieve viable, sustainable programs that will benefit NHA residents and all the citizens of the city.



Zinnerford Smith  
*Chairman*  
Board of Commissioners





## FROM THE DIRECTOR

**T**he late Hall of Fame baseball pitcher, Leroy "Satchel" Page, said, "Never look back; something may be gaining on you!"

But as we are now into the 21st century, it is appropriate to look back and see where we came from and how we have gained.

It was not that long ago, albeit it seems like it was, that the NHA was being vilified as one of the worst housing authorities in America.

When we came off the U.S. Department of Housing & Urban Development's (HUD) "troubled" list in 1993, it was a first-time achievement. From that notable achievement, the NHA's performance on HUD's Public Housing Management Assessment Program (PHMAP) has increased annually and the agency has been designated a "high performer" by the federal government for three consecutive years.

Under the last PHMAP (1999), the NHA received a remarkable score of 96.25 percent on HUD's report card. Our 1998 score was 94 and we tallied a 91 in 1997.

The NHA's Modernization Department received a 100 percent score from HUD, marking the fourth straight year that the department earned a perfect score.

I would like to thank the Board of Commissioners for its steady guidance in helping us reach this historic milestone. Additionally, I want to credit the administrative staff, managers and supervisors for their diligence and perseverance and, most importantly, all of our NHA employees for doing their respective jobs, thus enabling us to continue our excellence.

We can take pride in what we have accomplished as one of the largest public housing authorities in the nation. We have changed our motto to better reflect our commitment to our residents... "Building Quality in Housing and Inspiring the Human Spirit."

We have been a pacesetter in the transformation of the face of public housing, and our remarkable progress has been acclaimed nationally and internationally.

Housing industry representatives from foreign countries request visits to see what we have done and ascertain how we did it.

Similarly, we have been asked by HUD to assist in reconfiguring other HUD-owned properties, and we have been more than willing to help.

So as we boldly march into the 21st century, we have no trepidation about looking back. We do so with a great sense of pride and satisfaction in where we came from and where we are going. The best is yet to come!

Robert Graham  
Executive Director

## RESIDENT SERVICES

To paraphrase the old General Electric advertising line, "People are our most important product." Similarly, at the Newark Housing Authority (NHA), our residents are our most important product.

The NHA, through its Family and Community Services Department, conducts more than 23 separate programs for NHA residents.

From Boy Scouts to youth camping, the NHA is committed to working with its residents to provide a range of programs to help meet their needs.

Sports, cultural, educational, recreational and shared programs with youth-affiliated agencies, including the Boys and Girls Clubs of Newark and the Police Athletic League, offer a variety of positive alternatives for NHA youth.

During the summers of 1999 and 2000 and throughout the year, hundreds of youths participated in summer programs, including camping trips, golf, tennis, swimming, basketball, baseball, track and martial arts.

In addition, the on-site NHA Boxing Program has proven to be a major success as the NHA's sponsorship of the Dukers Athletic Club has showcased some of the area's best young boxers who matched their skills against those from out-of-county and state.

Although the children are our future, it is our adults and seniors who are the nurturers of the young, and the NHA has a variety of services and programs to keep them viable. A qualified team of social workers collaborates with community resource agencies to ensure that the service and health care needs of our adult and senior residents are met, in addition to providing them with social and recreational outlets.

More than 17,000 seniors at all sites were transported by NHA staff to local shopping establishments as part of the Nutritional Shopping Program, while another 3,000 seniors have received supportive services to ensure independent living.

Similarly, nearly 5,000 residents are serviced at the NHA's four on-site health clinics, which are staffed by a nurse, doctor and an on-call health specialist.

*A health care worker checks the blood pressure of a resident at Stephen Crane Elderly. The NHA collaborates with Beth Israel Geriatric Center to ensure that residents have access to vital health care services.*





*NHA marchers enjoy a fun-filled day as part of their participation in Newark's 1999 and 2000 African American Parades.*



*The Newark Housing Authority's float featuring a band and vocalists was a centerpiece of the Year 2000 Puerto Rican Statewide Parade.*



*As the Grand Marshal for the Year 2000 Puerto Rican Statewide Parade, Newark Housing Authority Commissioner Norma Gonzalez, joined by Newark Deputy Mayor Hector Corchado and his sons, greets parade participants as they approach the reviewing stand.*



*Youngsters experience the joy of fishing during a recreational outing.*



*NHA residents learn the rudiments of boxing under the tutelage of trainers at the Dukers Athletic Club. Since the facility opened two years ago, it has been a magnet for Newark youth who must also meet strict academic standards to participate.*



*A group of students explore the campus of Morehouse College in Atlanta, GA, during a five-day guided tour of several African American colleges. The NHA sponsors the Historically Black College Bus Tour to encourage high school sophomores and juniors to attend college and to expose them to college life. Many students have participated in the program, which has helped make the prospect of attending college more real for them.*

*Children enjoy an exciting Wild West City stage-coach ride.*



An NHA employee shows his resolve to win the NHA's pool tournament that matched employees and city officials against NHA seniors who were last year's tournament winners. The NHA sponsors pool tournaments throughout the year as part of an ongoing program to provide recreational opportunities for residents to compete and enjoy the camaraderie of their peers.



As part of the NHA's cosponsorship of the Newark Citywide Senior Citizen's Fashion Extravaganza, NHA Executive Director Robert Graham (left) and NHA Chairman Zimmerford Smith (right) present a proclamation to Vivian Spruill, who was designated the NHA's 1999 Honorary Executive Director for being selected among the top three winners in the annual event.



Rosalind Johnson King (right), the NHA's 2000 Honorary Executive Director, accepts a plaque from NHA Vice Chairperson Ida Clark who joined NHA and city officials, NHA residents and several of the honoree's family and friends to celebrate Mrs. King's achievement.

A proud resident displays the results of his labor in his thriving cabbage patch at Baxter Elderly.





## PAGEANT HONORED AS MODEL PROGRAM

When the Newark Housing Authority (NHA) presented its first Ms. Housing Authority Pageant three years ago, no one ever imagined the scope of its influence or that it would evolve into a nationally-recognized program worthy of being replicated in other U.S. cities.

Since its inception, however, the program, in response to widespread community interest, has been expanded to include housing authorities in Union, Monmouth and Passaic counties.

Equally significant, among thousands of entries submitted by public and Indian housing authorities and non-profit organizations in 1999, the U.S. Department of Housing & Urban Development (HUD) selected the Ms. Housing Authority Pageant as a "Best Practices Program." The nominations were required to meet certain criteria, including "creative and effective partnerships, projects, management tools, and other techniques that have a significant impact on their communities." The NHA accepted the award at HUD's 1999 Best Practices Conference and Technical Assistance Symposium in Kansas City, Missouri, in recognition of its efforts "to better the lives of people in the community" and advance HUD's "mission of providing decent housing and a suitable living environment for every American."

"Your Best Practice," stated HUD's Assistant Secretary for Public and Indian Housing Harold Lucas in a letter of congratulations to the NHA, "represents the significant contribution ..... to better serve the low income families in their communities." Mr. Lucas added that these practices will serve as the foundation for a continuing effort to share this information with communities across the country and help others provide improved and more comprehensive services to their residents.



*Latoya Houseman, second runner-up and NHA resident (l. to r.), Shakeenah Twitty, winner of the 1999 Ms. Housing Authority Pageant and NHA resident, and Constance Brantley, first runner-up and a resident of the Irvington Housing Authority, distinguished themselves at the 1999 Ms. Housing Authority Pageant.*

In a related development, New Jersey Governor Christine Todd Whitman recently acknowledged the Ms. Housing Authority Pageant as a "Best Practice" in the area of youth during the Governor's Urban Summit in Trenton, NJ. The Ms. Housing Authority Pageant helps young women, ages 13 to 16, who live in public housing get involved in improving their lives and their communities. More than a "beauty pageant," it is a six-month educational program that provides opportunities for cultural enrichment, career exploration and personal growth to help participants build character and self-confidence, develop life and social skills, experience community service and receive guidance and encouragement in developing their talents.

During the first five months students attend weekly sessions in charm and modeling instruction, including speech, articulation and interviewing lessons, dance, and professional assistance in developing their chosen talent. Among the personal growth workshops offered during the 1999 program were conflict management, social etiquette, health and hygiene, substance abuse issues, nutrition and physical fitness, team building, and teen sexuality. In addition, participants visited the New York Stock Exchange, the Federal Reserve Bank of New York, the U.S. Department of Housing & Urban Development in Washington, D.C., the Wax Museum and the National Aquarium in Baltimore, MD, and experienced Broadway musicals, mountain biking and country-line dancing.

Also, participants must work in a supervised career exploration/internship program in an area of their choice, present their learning experiences to their peers orally and in writing, and complete a minimum of 20 hours of community service at a local non-profit organization.



The NHA recently hosted the Fourth Annual Ms. Housing Authority Pageant at Essex County College where 33 contestants participated in the six-month enrichment program leading to the pageant finals. Alexis Vereen, 17, (l. to r.) was selected first runner-up, and Crystalrose Ford, 13, emerged the winner of the 2000 Ms. Housing Authority Pageant while Nevada Hall, 16, garnered second runner-up honors.



*Pageant participants, joined by Coordinators Kelly Lucas (far left) and Emma Lucas (far right), welcomed WHBA all-star Kym Hampton to the Newark Housing Authority to present a motivational workshop. In an engaging discussion with the ladies, the former center for the New York Liberty encouraged them to strive for excellence and reach their*

*As 1913*

As a culminating activity, the NHA hosts the Ms. Housing Authority Pageant annually to give participants a chance to showcase their talents and skills and afford their families and friends an opportunity to share the results of their hard work. During the pageant, a panel of judges comprising city officials and community leaders evaluates the contestants in several areas, including attendance and participation in mandatory pageant activities, personal interviews, talent, and evening gown and public speaking presentations. In addition to awards in other categories, the judging panel selects the second and first runners-up and the Ms. Housing Authority winner. Many participants have reported that their involvement in the pageant helped broaden their world view and increase their self-confidence. In the same way, several parents have asserted that the pageant has had a positive effect on their respective daughters.



*Pose and modeling workshops are an integral part of the enrichment program.*



*Pageant participants learn the mural arts*

Funded primarily by the NHA, the program has also received national recognition. The pageant was featured in a nine-page spread in *Life* magazine and was also showcased in several full-page articles in *The New York Times* and other local publications. In addition, reporters and camera crews representing CBS TV covered several of the weekly workshops and nature outings, conducted interviews with several participants and attended the pageant program. They produced a segment on the pageant that aired on the *CBS Sunday Evening News*.



*A contestant who participated in the confidence-building course accepts the challenge as she carefully makes her way across the log*

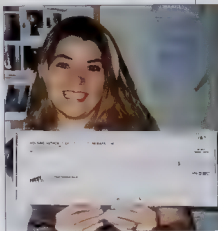
## NHA'S FAMILY SELF-SUFFICIENCY PROGRAM PROVIDES PATHWAY TO INDEPENDENCE

Since the Newark Housing Authority (NHA) implemented the Family Self-Sufficiency (FSS) Program, it has had an extraordinary impact on addressing quality of life issues and building stronger families. The program has served more than 70 families, 50 percent of whom are employed in either full-time or part-time positions. Similarly, the program also boasts 16 graduates, seven of whom have graduated as homeowners with sizable escrow accounts!

The FSS Program coordinates the use of housing assistance under the Section 8 rental certificate and voucher programs with public and private resources to help families achieve economic independence and self-sufficiency. One of its primary goals is to eliminate the dependency of underprivileged families on government assistance programs, including guiding them away from current or imminent homelessness. In some instances, participants may receive a variety of prevention services, including utility allowances, housing search services and tenant counseling, to ensure the preservation of their housing subsidy and permanent housing status.

The FSS program identifies and addresses the needs of families through a multi-prong approach that encompasses educational, social and economic development and training. To maximize the benefits of participation, families must sign a five-year Contract of Participation that outlines their short and long-term goals for independence. Participating families are paired with an FSS senior community service worker who, in concert with local agencies and community organizations, provides a variety of case management services, including job training and placement, household and money management, homemaking and parenting skills, counseling, substance and alcohol abuse treatment, and child care and transportation assistance.

Once families become employed and find permanent housing, the staff establishes an escrow bank account in their name and makes monthly deposits of their money. Its partnership efforts have helped clients to achieve many positive outcomes, ranging from locating permanent housing, re-establishing credit and learning household budgeting to satisfying outstanding debts, becoming drug free, securing employment and completing educational programs.



*A graduate of the FSS Program, Daisy Bermudez displays her check that represents the money she saved.*



*Helene Widener, the first FSS participant to close on a house in 1999, recently purchased a two-family house and relinquished her Section 8 certificate. She is now a Section 8 landlord and a member of the NHA's Landlord Advisory Committee.*

In addition to assisting families enrolled in the FSS Program, the staff, in conjunction with the New Jersey Division of Youth and Family Services (DYFS), also provides services to 100 families who are enrolled in the Family Unification Program (FUP). Funded by the U.S. Department of Housing & Urban Development (HUD), the FUP provides a housing subsidy to eligible families that are certified by DYFS as families for whom the lack of adequate housing is a primary factor in their ability to regain custody of their children. In addition, the staff also offers case management services to homeless families under a competitive grant awarded by the New Jersey Department of Community Services and serves families participating in the Welfare to Work and New Jersey Workfirst programs.

The FSS program has also gained positive media attention. *The (Newark, NJ) Star Ledger* featured the program and its success stories in an article headlined, "Program directing clients into workforce and success," which focused on Monica Fall, the first FSS participant to purchase a home. In a recent feature story on the graduation of 16 men and women, *The Star Ledger's* headline stated, "Newark Housing Authority program is helping to change lives." In addition, the program received HUD's "Best Practice" award and was selected "program winner" in the Public and Indian Housing Division at HUD's 2000 Best Practices and Technical Assistance Symposium in Washington, D.C. this past summer.

## HOPE VI

Despite a series of legal impediments by private interests opposed to the construction of new townhouses at the Archbishop Thomas J. Walsh Homes site, the first of our HOPE VI grants, the Newark Housing Authority (NHA) forged ahead to build 198 townhouse units on the north side of the complex last year.

The HOPE VI grant of \$50 million called for the demolition of the 12 buildings at Walsh Homes and the construction of 498 units between Walsh Homes and Otto Kretzmer Homes. Occupancy in the first 51 units of the phased construction program was achieved this past summer.

In 1999, the NHA submitted a demolition/disposition application to the U.S. Department of Housing and Urban Development (HUD) for the demolition of Stella Wright Homes, the last of the Authority's family high-rises, under a new round of HOPE VI funding.

Subsequently, HUD Secretary Andrew Cuomo visited Newark to announce the awarding of \$35 million to the NHA for the demolition of the 1,179 nonviable units at Stella Wright Homes, which will begin in the latter part of 2000.

As part of the continuing revitalization of the city's central ward, the NHA, in conjunction with the city, state and federal government and other housing organizations, as well as the private sector, will build 755 new units of housing: 304 of which will be low income housing units, 284 home ownership units and .67 market-rate rental units.



(Photos: 1 to 3)

HUD Secretary Andrew Cuomo (2nd from left) joined in U.S. Senators Frank Lautenberg (center) presentation of the \$35 million HOPE VI check to NHA President Director Robert G. Abram (1st), Mayor Nicholas J. Sabatelli (3rd), and NHA Chairman and CEO Thomas J. Bragg. Also present, HUD and project staff, as well as NHA representatives and community service. Cuomo made remarks at the NHA's Newark office, as Congressman Robert Menendez (1 to 3) and Donald Payne with Senator Lautenberg, etc.

The comprehensive effort to redevelop and re-energize the Stella Wright and Hayes Homes areas is a public-private concept of mixed-income rental and home ownership. This new development will stand in marked contrast to Stella Wright's high-rise family development that consists of two super blocks with seven 13-story buildings. Situated on 12 acres, Stella Wright Homes created a density of 98 units per acre, four times higher than the surrounding area.

This redevelopment plan will afford public housing residents an opportunity to fully become a part of the community and actively pursue self-sufficiency.



A view of new townhouse development represents the first phase of new construction under the HOPE VI Program.



NHA staff member works on the interior of one of the new townhouse units.



The Newark Housing Authority's (NHA) efforts to address the city's need for quality, affordable housing continued when the agency held the official ribbon-cutting ceremony to mark the occupancy of the first 51 new townhouse units and unveil the new name for the site built under the federal HOPE VI Program. Formerly known as Archbishop Thomas J. Walsh Homes, the complex was renamed Riverside Villa, which will encompass 198 units on the north side of the complex. Joining NHA officials for the occasion are (l to r): Deputy Mayor Hector Corchado, Councilwoman Gayle Chaney-Jenkins, Steve Braun, First Connecticut Consulting Group, Councilwoman Bessie Walker, NHA Commissioner Fran Adubato, James Donohue, project coordinator, First Connecticut Consulting Group, Mayor Sharpe James, HUD Assistant Secretary for Public and Indian Housing Harold Lucas, NHA Commissioner Ida Clark, Councilman Luis Quintana, NHA Commissioner Norma Gonzalez, NHA Executive Director Robert Graham and Councilman Anthony Carrino.





*H.I. Assistant Secretary for Public and Indian Affairs Harold Luo (left) with NHA Executive Director Robert Graham (right) presiding at the grand opening at the new Riverside Villa and NHA Executive Director Robert Graham (right) the sign reading the complex. Councilwoman Bessie Walker and Mayor Chambersford (right) also joined the NHA for the grand opening of the complex.*



*Standing in the living room of one of the new apartment units at Riverside Villa, H.I. Assistant Secretary for Public and Indian Affairs Harold Luo (left) congratulates NHA Executive Director Robert Graham for bringing the project that began under his administration to fruition.*



*Again, it was a great day for the community. NHA Executive Director Robert Graham (right) shares the positive impact of the project on the quality of life for NHA residents with a representative from New Jersey.*

## NEW CONSTRUCTION

When the Newark Housing Authority (NHA) began its ambitious, citywide townhouse construction program in 1993, the rest of the country took notice.

Not only was the NHA changing the face of public housing in Newark, but it also was creating a model for America's public housing for the next millennium.

The federal government seized the occasion to move rapidly to implement a nationwide demolition/new construction program, based on what was occurring in Newark.

The NHA has constructed new townhouses at a level unprecedented anywhere else in the country. As the agency continues to change the face and image of public housing, nearly 1,000 new townhouses have been built and occupied in the past six years.

Last year, the NHA completed construction of 196 new units, encompassing three, four, and five bedrooms. The colonial style homes of two and three stories feature front-yard setbacks, decorative wrought iron fencing, secured rear yards with children's play equipment (also called "tot lots") and professional landscaping. Each newly-constructed complex has a 3,000 square foot community building that contains a multi-purpose meeting room and kitchen.



New, scattered site townhouses, complete with children's play areas that blend in with the surrounding neighborhood are an integral part of the NHA's effort to provide affordable and quality housing for Newark residents and contribute to the city's growth and revitalization.

## DEMOLITION

The Newark Housing Authority (NHA), in close partnership with the administration of Mayor Sharpe James, the Newark Municipal Council and other civic minded groups, continues its demolition of nonviable, anachronistic high rise buildings to advance the city's consolidated planning process.

Reverend William P. Hayes Homes began its final passage into the annals of public housing nearly five years ago when the NHA depopulated the buildings and initiated a four phase campaign that began with the demolition of four of the complex's 10 buildings in December 1997. In August, 1999, the NHA resumed demolition activity, razing four, 12 story buildings. With a significant portion of the demolition completed, the NHA moved rapidly to implement Phase III of the plan to level the 98 unit elderly high rise building, which was accomplished in December 1999.

This past May the NHA imploded the two remaining family high rise brick buildings and a 140-foot smokestack at the Hayes Homes complex, totaling 236,000 square feet and 292 units. The implosion marked the final phase of demolition activity at the 46-year-old complex that once contained 10, 12 story family buildings and 1,458 housing units. Once the 19.15 acre site has been cleared, the land will be part of an exciting public/private partnership plan to develop the area with new rental and home ownership units.



*Representing the denouement of the Hayes Homes complex, the implosion of the last two buildings and a 140-foot smokestack completed demolition activity at the complex.*



*The aftermath of the implosion. Stella Wright Homes, the NHA's last family high rise complex scheduled for demolition, is in the background.*

## MODERNIZATION

The Modernization Department (MOD) continued its winning streak, achieving a 100 percent score on the Public Housing Management Assessment Program, HUD's report card, for the fourth consecutive year. In the past decade the NHA has spent \$200 million in capital improvements, and MOD has determined that current physical needs total \$225 million in order to maintain and upgrade the NHA housing stock. More than \$50 million of modernization work is currently under contract and MOD has obligated another \$40 million for major systems work at various sites.

During the past year, several projects were completed at low-rise (three-story) sites, notably Seth Boyden and Pennington Court (the two oldest NHA complexes at 60 plus years of age), Hyatt Court, Terrace Homes, Felix Fuld and Bradley Court.

The major work included the following:

- Roof replacements
- Installation of individual boilers, hot water heating, storm and sanitary replacement and a new steam riser system with new state-of-the-art monitoring systems
- Mechanical upgrades requiring the replacement of hot water heating systems and condensate return systems
- Major apartment renovations in buildings #3 and #4 at Seth Boyden Homes

The NHA's senior complexes were a major focus for the administration as safety and curb appeal spearheaded MOD's activities. Among the salient items of work completed at the elderly sites were:

- Major mechanical/fire protection and fencing at Branch Brook Manor
- A new rear courtyard at Gigi Folshee Towers and partial re-roofing work at the site
- Major plumbing work at James C. White Manor
- The upgrade of fire pumps at three sites
- Emergency interior lights and emergency exits at Seth Boyden Elderlies, in addition to major mechanical work
- Balcony repairs at Stephen Crane Elderlies
- Fencing and balcony restorations at Baxter Terrace Elderly
- Windows and entry doors at four sites
- Smoke door contract awards

## MAINTENANCE

In 1999 the Central Maintenance Department initiated and successfully completed several major projects to improve the viability of the NHA's housing stock and increase the safety and welfare of NHA residents.



*An employee paints the hallway at Kretschmer Homes.*

These projects, ranging from infrastructure improvements and apartment renovations to quality-of-life enhancements at NHA complexes throughout the city, represent vitally important work in the restoration and revitalization of the NHA's housing stock and systems that undergird the complexes.

The NHA made quality-of-life improvements at the following sites:

- Installed approximately 400 security cameras at all elderly sites
- Installed 150 bullet proof exterior lights at Baxter Terrace and Seth Boyden Terrace
- Replaced all entrance lights at Hyatt Court
- Boarded up 100 apartments at Stella Wright Homes due to frozen lines
- Rehabilitated six fire-damaged townhouses, three were completed in a one month period

Infrastructure improvements were performed at the following complexes:

- Repaired major underground steam leak at Stella Wright Homes
- Replaced sidewalk at Baxter Terrace, Hyatt Court, Felix Fuld Court, Kretschmer Elderlies, and Bradley Court
- Replaced mailbox pads at townhouse sites, NJ2-36 and NJ2-37
- Installed wrought-iron fences at townhouse sites, NJ2-43 and NJ2-46
- Completed roof repairs at Baxter Terrace and at townhouse sites, NJ2-41 and NJ2-42
- Replaced entire garage roof at Stephen Crane Village
- Replaced missing eaves at Felix Fuld Court
- Replaced siding at townhouse sites, NJ2-27, NJ2-42 and NJ2-41

## BOILER OPERATIONS

The NHA's Boiler Operations Division's credo is "never leave a resident without heat," and for the fifth consecutive winter the NHA can boast of no significant heat failures.

As part of a preventive maintenance strategy and program, the Division, prior to the heating season, replaced 300 obsolete boilers and 100 hot-water heaters in 30 days at three sites. Its efforts at cleaning, flushing and line tanning 150 boilers and heaters at the larger complexes reaped dividends as there were no complaints nor disruptions in service.

Workers install a new air filter on New Hampshire's coast.



A worker inspects a large oil storage tank at a refinery.



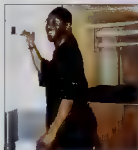
Workers install a new air filter on New Hampshire's coast.

## TRAINING PROGRAMS FOR EMPLOYEES AND RESIDENTS

As part of a unique partnership with the U.S. Department of Labor and the Essex County Vocational Technical Schools, the Newark Housing Authority (NHA) has embarked on an exciting venture to help employees and residents upgrade their skills and improve their quality of life and the delivery of services to residents. One collaborative program, the NHA's Maintenance Repairs Program, allows 45 employees to voluntarily enroll in a four-year, skilled training program in painting, carpentry, plumbing, electrical and masonry. Additionally, the NHA's apprenticeship training program is a joint effort between the NHA and the local unions that provides training in plumbing, painting and carpentry. All of the trainees are NHA residents who are learning their trade under the tutelage of skilled journeymen from their respective unions.

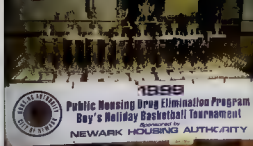
Moreover, the NHA has developed the foundation for the employment of more than 290 residents through its Resident Initiatives programs. Constituting 32 percent of the work force, these employees work in a myriad of positions, including security, laundry room monitors and librarians. This effort surpasses the U.S. Department of Housing & Urban Development's (HUD) Section 3 requirements that call for 30 percent of new hires at businesses awarded NHA contracts be targeted to individuals subsisting on low incomes.

In recognition of the Resident Initiatives program's success, the NHA received a "Best Practice" award from HUD in the "Employment and Contracting Opportunities" category at HUD's 2000 Best Practices and Technical Assistance Symposium in the nation's capital this past summer. Equally important, the NHA and the New Jersey Fair Housing Office staff have helped other housing authorities and tenant organizations to replicate these standards.



## DRUG ELIMINATION

The figures and the words arranged in figures speak the beginning of a new drug elimination. Funded by the NHA's Drug Elimination Program (DEP), the drug elimination program is a multi-DEP program designed to help



Westside High School



St. Vincent's High School



Westside High School



TOURNAMENT CHAMPIONS  
Stella Wright Homes



Stella Wright Homes  
Newark Public



Felix Fund Court



The N.A. (Newark) High School (Newark) High School



Stella Wright Homes  
Terrace



## NHA AND CITY OF NEWARK COLLABORATE ON GUN BUYBACK PROGRAM

This past spring, the Newark Housing Authority (NHA) and the City of Newark launched their joint participation in a U.S. Department of Housing & Urban Development (HUD) initiative designed to reduce the incidence of gun violence in America's cities. The national Gun Buyback Program, which was initiated as part of the Buyback America campaign, provided grants to 84 cities to help them finance gun buyback programs.

Under the agreement, which is funded by a \$715,000 Drug Elimination Program grant the NHA received from HUD, citizens may anonymously turn in illegal or unwanted weapons seven days a week, 24 hours a day, at four police districts throughout the city in exchange for up to \$150 in cash. The NHA, in cooperation with the Newark Tenants Council, Inc., distributed informational materials to NHA residents outlining the program and the importance of turning in their weapons. In addition to the public distribution of flyers, the NHA also initiated an advertisement campaign in the broadcast and print media to bolster the effort. The Newark Police Department provides the personnel and facilities to collect and destroy the weapons and issue payouts.



Asserting the NHA's goal to enhance the quality of life in Newark, NHA Executive Director Robert Graham, flanked by Mayor Sharpe James (to his right), endorses the city's Gun Buyback Program at a press conference where he outlined the program.

**COMBINED BALANCE SHEET**  
**AS OF MARCH 31, 1999 AND MARCH 31, 1998**

<i>Assets</i>	<b>March 31, 1999</b>	<b>March 31, 1998</b>
Cash	\$ 6,122,945	\$ 7,609,891
HUD Annual Contributions Receivable and Other Debt Amortization Funds	5,149,666	5,149,667
Accounts Receivable		
HUD	8,389,279	15,770,757
Tenants	1,229,514	1,348,667
Other	5,884,385	5,563,018
Investments	61,423,637	51,070,007
Deferred Compensation Funds	0	3,236,918
Funds Held by Fiscal Agents	33,052	30,705
Inventory	2,085,853	1,812,839
Prepaid Expenses and Deferred Charges	868,758	716,388
Development and Project Costs, Land, Structures, and Equipment	<u>1,093,000,933</u>	<u>1,043,070,246</u>
<b>Total Assets</b>	<b><u>\$1,184,188,022</u></b>	<b><u>\$1,135,379,103</u></b>
 <i>Liabilities and Capital</i>		
Accounts Payable and Accrued Expenses	\$ 28,205,592	\$ 34,008,414
Deferred Credits	644,226	166,710
Deferred Compensation Plan - Participants	0	3,236,918
Fixed Liabilities	<u>188,249,597</u>	<u>255,532,552</u>
<b>Total Liabilities</b>	<b>217,099,415</b>	<b>292,944,594</b>
Capital	<u>967,088,607</u>	<u>842,434,509</u>
<b>Total Liabilities and Capital</b>	<b><u>\$1,184,188,022</u></b>	<b><u>\$1,135,379,103</u></b>





***Newark Housing Authority***  
***57 Sussex Avenue***  
***Newark, New Jersey 07103-3992***

Telephone: (973) 430-2430

Fax: (973) 642-1242